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NIO # 1372-74

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THE DIRECTOR OF CENTRAL INTELLIGENCE
WASHINGTON, D. C. 20505

11 June 1974

MEMORANDUM FOR: Mr. John O. Marsh, Jr.
Assistant to the Vice President
for Defense Affairs

SUBJECT: Representative Products of the NIO System

1. Attached for your and the Vice President's perusal are some representative samples of the various kinds of papers produced by the NIO structure. In this context, the verb "produce" has a rather specialized meaning. The actual work on most of these papers was done by analysts and officers throughout the Intelligence Community, under the overall supervision of one of the NIOs. In the DCI's concept, the NIO is envisaged as a coordinator and manager of national intelligence production rather than a drafter of estimates. Indeed, one of the major objects of the new system is to draw on the best resources available throughout the Community in producing national products designed to support and help key decision makers at the policy level, such as the President, the Vice President, and other members of the National Security Council. In some instances, however, the NIOs will actually write certain memoranda either because their subjects are highly sensitive (and hence the number involved in producing the papers must be held to an irreducible minimum) or because the NIO has some personal comment or observation he or she wants to make.

2. The seven documents appended to this note provide a fairly representative cross section of the fruits of the NIO system:

(a) SNIE 11/30-73: Soviet Military Options in the Middle East: An example of the kind of crash project we often have to handle. It was commissioned by Dr. Kissinger on Thursday, 1 November 1973; written on Friday, 2 November; coordinated with the USIB representatives that Friday night; and delivered to Dr. Kissinger by the DCI at breakfast on Saturday, 3 November.

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(b) NIE 11-8-73: Soviet Forces for Inter-continental Attack: This is an example of a scheduled National Intelligence Estimate; this particular one being produced annually. In previous years there has also been a separate estimate (NIE 11-3) on Soviet defensive forces. This year we are going to take the new tack of combining the two in a single document to give a rounded picture of Soviet offensive and defensive capabilities. (Actually, the text of NIE 11-8 is accompanied by a bulky annex of supporting data. I have not included this year's annex, but have slipped into the estimate some of the key tables and charts from that annex which may make certain portions of the Estimate's text more understandable.)

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(d) SNIE 57-1-74: The Short-Term Prospect for Cambodia Through August 1974: A Special National Intelligence Estimate is usually unscheduled and addresses some current policy problem, often of immediate urgency. The most recent Cambodian SNIE is a good representative example of this art form.

(e) NIAM 11-9-74: Soviet Detente Policy: A National Intelligence Analytical Memorandum is a fully coordinated USIB document. In many respects it resembles an NIE or SNIE. Generally, a NIAM devotes less stress to making estimative projections and concentrates more on analyzing the component parts of a particular, complex, policy-related issue or problem. These distinctions, however, are not rigid and sometimes the decision on whether to call a given paper an NIE, SNIE or a NIAM is fairly arbitrary.

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(f) Intelligence Memorandum: The Security Situation in the Arabian Peninsula-Persian Gulf, 31 May 1974: Frequently, interagency studies are asked for in connection with a specific event, such as an impending Presidential trip. This memorandum is a typical example of such a paper.

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[Redacted] This paper is the product of the able pen of [Redacted] the NIO for Western Europe. It is not a coordinated document but, instead, the expression of an individual viewpoint and a knowledgeable senior officer. Occasionally, personalized papers of this type are -- in their own way -- of as much use to policy-level customers as coordinated national products.

3. The seven documents outlined above, whose full texts are attached, will give you a good idea of the kinds of things we produce or can arrange to have turned out to support the intelligence requirements of senior officials -- including, of course, yourself and the Vice President.

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George A. Carver, Jr.
Deputy for National Intelligence Officers

Attachments

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NIO # 6271-74

THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

11 June 1974

MEMORANDUM FOR: Mr. John O. Marsh, Jr.
Assistant to the Vice President
for Defense Affairs

SUBJECT : National Intelligence Officers

1. Attached for your information are two documents which you might want to keep on file for your or the Vice President's future reference.

a. The first is a list of all the National Intelligence Officers currently appointed. For informational purposes, next to each NIO's name we have listed the place from which that NIO came at the time of his or her appointment. As you will see, the NIO's reflect a cross section of the Intelligence Community with one of them [redacted] coming from outside the government altogether. The NIO for China, as yet unselected, will also come from outside the government, probably from the academic world. At this moment, there is an NIO for Energy -- Mr. James H. Critchfield -- formerly a DDO Division Chief. He is retiring as of 1 July. Upon his retirement, the Energy account will be merged with the Economic account under [redacted]

b. The second is a complete telephone list giving all of the NIO's, their Assistants and their secretaries.

2. If you or the Vice President should have any substantive or intelligence-related questions on which

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we might be helpful in providing information or answers, please feel free to call the NIO responsible for the geographic or functional area involved. Each NIO is the DCI's personal representative for his or her area and each Assistant acts for the NIO whenever the latter is absent.



George A. Carver, Jr.
Deputy for National Intelligence Officers

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